United States Coast Guard

Sector Jacksonville

2008 Strategic Business Plan

Foundation for Business

Our Mission: *(What we do)*

We detect, deter, defend against, respond to and mitigate all threats to safety, security and stewardship and facilitate commerce in the maritime domain of central and northeast Florida.

Our Vision: *(How we want to do it)*

We are "*All hazards – all threats – always ready*" because we are seamlessly linked with our partners and stakeholders, we have complete maritime domain awareness, and our people are trained, equipped and prepared to deliver mission excellence.

Our Values: *(The non-negotiable conditions of employment & basis for mission success)*

The Coast Guard's core values of Honor, Respect, and Devotion to Duty will always guide mission execution and mission support at Sector Jacksonville:

> **Honor** – We are a well trained professional work force, exhibiting a high standard of integrity and personal ethics committed to honorable service, and dedicated to the successful accomplishments of our mission.

> **Respect** – We are a team and value the contributions of each individual, respectful of the needs and knowledge of our customers, supportive of each other both professionally and personally. We know that our people are our most important resource.

> **Devotion to Duty** – We are committed to the accomplishment of our mission, and constantly seek opportunities to improve our services and products through innovation, empowerment and continuous improvement.

Sector Commanders' Intent *(The single, unifying focus for all subordinate elements)*

Safety, training and preparedness form the foundation of our success and will be emphasized in everything we do. We will achieve excellence in all of our missions by ensuring our crews are safe, well trained, and fully prepared.

> Safety - We have the systems in place to ensure that each crew member has the safety training and equipment required for their mission, understands and applies operational risk management, has the proper medical monitoring, and can identify and mitigate hazards. We manage our safety program with meaningful measures and can project the status of safety training and medical monitoring into the future.

> Training - We have the systems in place to ensure that each of our crew is current with all required training, understands his or her job qualification requirements and is progressing to gain qualifications. We manage our training program with meaningful measures, can measure our readiness and can project training and qualification status into the future.

> Preparedness - We have the systems in place to ensure that all of our required plans are current and exercised, that our crew is trained to the plan, and that we can anticipate surge and contingency operations. We managed our WQSB with measures, and project the status of the WQSB into the future.

Strategic Priorities

We will accomplish our mission and achieve our vision by focusing on the following core strategic objectives:

1. Build the workforce of the future. People are our most valued resource and the key to our success. To ensure superior mission performance, we must develop a workforce that is well-trained for their assigned tasks and understands how each contributes to the overall success of the Sector. Our officers and chiefs are firmly committed to equal treatment and opportunity for all personnel, and they promote diversity and foster cohesiveness among the workforce.

2. Attain and maintain the platforms needed to support mission execution. Pursue the right tools and infrastructure to allow our workforce to reach optimal performance. Position Sector Jacksonville for success now, and in the future.

3. Increase Maritime Domain Awareness. Develop and implement systems and processes to ensure that, to the largest extent possible, we know about all activity in the maritime domain, can verify observed and reported activity with scheduled or expected activity, and can quickly identify anomalies that require further observation or action. These systems and processes must involve and include all of our key partners.

4. Embrace partnerships and unity of effort. Integrate our planning and operational capability with those of our Federal, State, Local and private sector partners to include joint contingency plans and exercises, joint routine and surge operations, intell fusion, blue force tracking and networked command centers. With limited Coast Guard resources, we must have a strong working relationship with all of our maritime partners in to ensure success in contingency preparedness and mission execution.

5. Be capable of restoring the Maritime Transportation System in time of crisis Implement a coordinated, integrated approach to MTS Recovery after any incident or event that impacts the MTS to include interagency/industry involvement in prioritization of recovery operations, measures to quantify impact and recovery progress, and pre-planned actions to speed infrastructure recovery.

6. Be capable of operating in a dynamic environment. As first responders, we must be ready for all hazards and all threats in the maritime domain. We must be flexible and adaptable to ensure we are ready for today and prepared to meet the evolving world and the challenges of the future. We must also ensure our maritime partners are prepared for the threats and risks that challenge Northeast Florida to ensure mission success.

Key Business Measures

Commander's Intent Measures		
Intent	**Element**	**Measure**
Safety	I. Safety Training II. ORM III. PPE Audits IV. OMSEP V. HAZWOPER TNG	I. Percentage required/programmed safety training current by individual II. Percentage required ORM conducted III. Average PPE Audit score IV. Percentage OMSEP current V. Percentage HAZWOPER current
Training	I. Gen Military Training II. Position Specific Training III. WQSB Training	I. Percentage required/programmed current by individual II. Billet to PD Match – Percentage fully qualified and percentage quals achieved III. Billet to WQSB match - percentage fully qualified
Preparedness	I. Contingency Plans II. RFOs	I. Percentage Plans Current II. Rolling average RFO score

Key Process Measures		
Department	**Process**	**Measure**
Prevention	I. Investigations II. ANOA Processing III. Scheduling of vessel inspections IV. Availability of critical ATON (as defined by pilots)	I. Case backlog & Cycle time II. # or percentage of vessels completely vetted within 24 hrs of NOA III. Percentage within 3 days of requested date IV. Availability rate
Response	I. Security Boardings II. Violation cases III. ONS Scorecard	I. Que Time (avg. # hours vessel is delayed) II. Cycle time to LOW or NOV issued III. Percentage deviations planned vs. unplanned
Logistics	I. Work orders II. Personnel check-in sheets III. IDP Compliance IV. CASREP response V. Government Vehicles	I. Cycle time II. Cycle time III. Compliance rate IV. Cycle time V. Availability rate
Command Center	I. MISEL Cases II. SAR response III. EKMS	I. Cycle time II. Compliance rate with CG standards for time to dispatch and time to arrive on-scene III. Compliance rate of monthly spot checks

2008 Tactical Imperatives

The following initiatives support our goals and objectives for the year ... the Lead staff element for each initiative will develop courses of action and milestones to accomplish each, which they may update throughout the course of the year as necessary.

Strategic Initiatives											
1. Build the future workforce											
						Responsibilities					
No.	**Goal / Initiative**	Prev	Resp	Log	HRC	CMD	CMC	SRO	ASC	CPO	E6
1.1	By conducting a Workplace Climate Assessment & acting on findings			S	L		S			S	S
1.2	By implementing a Unit Leadership Development Plan						L			S	S
1.3	By conducting semi-annual upward evaluations			L		S					
1.4	By conducting individual Wellness Assessments			L		S					
1.5	By developing a PCS check-in process that fully implements the LANTAREA People Plan			S			L		S		
1.6	By creating an all-missions indoctrination program for Sector staff						S			S	L
1.7	By creating a Strategic Development Plan for Reserve Personnel			S				L			
1.8	By creating a Strategic Development Plan for Auxiliary Personnel	S	S						L		
1.9	By perpetuating Wardroom, CPO, and E-6 peer group sessions						L			L	L
1.10	By conducting Sector XPO Conference			L							
2. Attain and maintain the platforms needed to support mission execution											
No.	**Goal / Initiative**					Responsibilities					
		CMD	Prev	Resp	Log	Plng	SCC	CIO	MLC	SRO	CPO
2.1	By relocating Sector headquarters to Dames Point in 2010	S		S					L		
2.2	By planning potential relocation of Station Canaveral to NOTU	S	S	S					L		

U.S.C.G. Sector Jacksonville

No.	Goal / Initiative	CMD	Prev	Resp	Log	Plng	SCC	CIO	SRO	ASC	CPO
2.3	By attaining a shallow water response vessel for Sector stations			L	S						
2.4	By implementing the new small boat logistics system			S	L						
2.5	By optimizing Base space allocation to meet growing workforce				L						
2.6	By developing resource proposal to attain personnel needed to meet mission needs related to port growth		L	S	S	S					

3. Increase Maritime Domain Awareness

No.	Goal / Initiative	CMD	Prev	Resp	Log	Plng	SCC	CIO	SRO	ASC	CPO
							Responsibilities				
3.1	By combining CDO-R & CDO-P to establish single SDO	L	S	S			S				
3.2	By assessing changes in the port for impacts (threats, risks)		S	S				L			
3.3	By developing a practical COP that offers a real-time snap shot of Sector activities in the absence of a CG-wide COP solution		S	S			L				
3.4	By establishing Blue Force Tracking Capability		S	L			S				
3.5	By establishing a comprehensive Sector Intelligence program	S						L			
3.6	By leveraging MFPU and USN Homeland Security duty officer to support TPS mission			S			L				

4. Embrace Partnerships and Unity of Effort

No.	Goal / Initiative	CMD	Prev	Resp	Log	Plng	SCC	CIO	SRO	ASC	CPO
4.1	By establishing J-MASTT 2.0 at Blount Island CBP office to include relocation of the Port State Control Branch	S	L		S						
4.2	By improving the process for risk assessments of ACOE projects		L								
4.3	By developing an emergency communications plan with OGAs throughout Sector AOR			L			S				
4.4	By synchronizing the Port Security Grant Process strategy with the UASI grant process					L					
4.5	By establishing SAR MOUs with local agencies (including USN)			L			S				
4.6	By establishing a functional Maritime Joint Task Force in Mayport		S	L		S					

2008 Strategic Business Plan

No.	Goal / Initiative	Responsibilities									

5. Be capable of restoring the Maritime Transportation System in time of crisis

No.	Goal / Initiative	CMD	Prev	Resp	Log	Plng	SCC	CIO	SRO	ASC	CPO
5.1	By establishing & exercising a Maritime Transportation System Recovery Unit (MTSRU) with port partners		L			S					
5.2	By developing a Cargo Flow Restoration Plan that supports CBP's Resumption of Trade initiative		L			S					

6. Be capable of operating in a dynamic environment (Preparedness/Mission Execution)

No.	Goal / Initiative	CMD	Prev	Resp	Log	Plng	SCC	CIO	SRO	ASC	CPO
6.1	By developing a process to continually update unit Quick Response Cards (QRC)		S	S	S	S	L				
6.2	By conducting increased operational planning within Incident Management Division		S	L	S						
6.3	By conducting a regional AMSTEP Exercise	S	S	S	S	L			S	S	
6.4	By developing & exercising a Sector COOP	S	S	S	S	L	S				
6.5	By refining Watch, Quarter & Station Bill (WQSB)	S	S	S	S	L	S				
6.6	By inserting an Operational Pause checklist into MARSEC plan		S			L					
6.7	By inserting Service Provider Security Standards into the Area Maritime Security Plan					L					
6.8	By completing MARSEC 2 re-write of 9700 plan		S	S	S	L	S	S			
6.9	By developing a RFO program for MFPU			S		L					

<u>Assignment of Responsibility</u>
CMD – Command Cadre
CMC – Command Master Chief
Prev – Prevention DEPT
Resp – Response DEPT
Plng – Planning DEPT
CIO – Command Intelligence Officer
CPO – Chief Petty Officers
SRO – Senior Reserve Officer
MLC – Maintenance & Logistics Command/CEU Miami

L – lead staff element
S – supporting staff element

Log – Logistics DEPT
SCC – Sector Command Center
HRC – Human Rel. Council/Civil Rights Officer
E6 – First Class Petty Officers
ASC – Auxiliary Sector Coordinator

Priorities for Coast Guard Auxiliary

To round out this Business Plan, we need to identify areas where the Coast Guard Auxiliary can facilitate the Sector's strategic goals and initiatives. Likewise, we must address areas where the Sector can better support the Auxiliary in its conduct of Coast Guard roles and missions.

The three primary priorities for Auxiliary Divisions 4 and 14 are: (1) Recreational Boating Safety, (2) Marine Event Patrols, and (3) Multi-mission Patrols. As time permits, we recommend that the Auxiliary and Sector units work toward the following additional initiatives:

Building the Workforce
1. Develop a plan for joint training for Auxiliary personnel at active duty Sector units (ASC)
2. Increase active involvement in Auxiliary training & re-certification process (Sector)
3. Increase Auxiliary member knowledge of Coast Guard missions & functions (ASC/Sector)
4. Create an Indoctrination Program for new Auxiliarists (ASC)

Attain Platforms to Support Mission Execution
1. Identify and develop resources for shallow water response (ASC)
2. Increase training opportunities for Auxiliary members on active duty boats (Sector)

Increase Maritime Domain Awareness
1. Recruit and train 4 Auxiliarists to provide two 12-hour shifts per week in the Sector's joint command center at Naval Air Station Jacksonville (ASC)
2. Increase promotion of America's Waterway Watch by active duty at BS&S classes (Sector)
3. Improve communications through active duty attendance at flotilla meetings (active duty unit attend 1 meeting per flotilla per quarter) (Sector)

Embrace Partnerships and Unity of Effort
1. Marine Event Patrols – provide better awareness to State and Local stakeholders regarding role of Coast Guard Auxiliary personnel and facilities (Sector)
2. Expand joint CBP training to include opportunities for Div 4 (ASC)

Be Capable of Restoring the Maritime Transportation System in Time of Crisis
1. Develop plan for pre-storm communications to assess availability of Auxiliary personnel and facilities (ASC)
2. Designate and train Auxiliary personnel to serve as liaisons to County emergency operations centers (ASC/Sector)

Be Capable of Operating in a Dynamic Environment
1. Solicit Auxiliary participation in Harbor Safety Committee functions (ASC)
2. Identify Ham radio operators who could potentially provide emergency communications in times of crisis response (ASC)